

Strategic Plan

**Space, Integrated Missile
Defense and Computer
Network Operations --- Mission
Focus 2002 and Beyond**



<http://www.smdc.army.mil>



U.S. Army Space and Missile Defense Command
March 2002



Space, Integrated Missile Defense and Computer Network Operations --- Mission Focus 2002 and Beyond

S Supporting the Joint Warfighter and the Nation

M Mission-Focused

D Dedicated to Excellence

C Committed Globally



ACHIEVING OUR STRATEGIC GOALS REQUIRES A STRATEGIC MANAGEMENT SYSTEM

- ... based on Army guidance and the Army Performance Improvement Criteria (APIC),
- ... guided by our vision and values and focused on our customers' requirements, and
- ... to ensure our Army and the Nation have the world's best space and missile defense capabilities to achieve Full Spectrum Dominance.



Secretary of the Army/Chief of Staff Guidance

- ♦ Increase Strategic Responsiveness
- ♦ Develop Joint Leaders, Improve Operational Jointness, Achieve Joint Vision Goals
- ♦ Integrate Active and Reserve Components
- ♦ Man Warfighting Units
- ♦ Develop Leaders for Both Warfighting and Change
- ♦ Commit to Business Process Improvement/Efficiencies
- ♦ Provide for the Well-Being of Soldiers, Department of the Army Civilians, Veterans, and Army Family Members
- ♦ Invest in People—Help Soldiers Achieve Personal Goals
- ♦ Provide the Most Modern Equipment to Maintain Technological Superiority



Space Deliver World-Class Space Support to the Warfighter and National Space Interests	Missile Defense Integrate our Efforts to Provide the World's Foremost Integrated Missile Defenses to Protect the Nation, the Warfighter, and Other National Interests	CNO Deliver World-Class Computer Network Operations Support to the Warfighter and National Information Operations Interests
Technology Develop Innovative, Affordable Space and Missile Defense Technology Solutions for Current and Future Customers' Requirements and Assist in Technology Transition to Operational Systems	GOALS Workforce Enhance Workforce Excellence to Ensure Continued U.S. Leadership in Space and Missile Defense	Well-Being Enhance the Quality of Life for Soldiers, Civilians and Family Members

Full Spectrum Dominance

WELL-BEING GOAL AND STRATEGIES

Enhance the Quality of Life for Soldiers, Civilians and Family Members

- Provide an environment that allows Soldiers, civilians, and their families to enrich their personal lives by achieving their individual aspirations.
- Establish and encourage participation in health and wellness programs.
- Participate with HQDA to develop and implement a world-class Army family action plan program.
- Support and encourage volunteerism.
- Promote the value of diversity through command-wide sponsored events and activities.



The United States Army Space and Missile Defense Command (USASMDC) provides our Army and Nation with Space, Integrated Missile Defense (IMD), and Computer Network Operations (CNO) capabilities to ensure dominance across the spectrum of conflict. Our Nation is at war. We will meet the challenges only by relying on our unique synergy that is a model of operational and acquisition efficiency.

Every day, this command provides capabilities vital to the warfighter. Each of our mission areas plays an integral part in

successfully combating terrorism, protecting our troops, and defending the homeland. If we are to continue our record of successful support to the Army's homeland defense and wartime responsibilities, we must focus our efforts.


To ensure that support, we are intensifying the operationalization of our strategic plan. We are sharpening and refining our vision, goals, and strategies to include our new mission of commanding and controlling Army CNO forces. We have added two new goals:

- To deliver world-class Computer Network Attack/Computer Network Defense (CNA/CND) support to the warfighter and National Information Operations interests;
- To enhance the quality of life for our soldiers, civilians, and family members.

This strategic plan, Mission Focus 2002 and Beyond, further matures and refines our strategic direction, focuses our efforts to support our warfighter requirements and translates our plans into time-phased, quantifiable actions critical to achieve each of our mission areas.

Our strategic plan and our organization must continue to evolve, as we identify and exploit new opportunities to support the warfighter, the Army, and the Nation.

“SECURE THE HIGH GROUND”


JOSEPH M. COSUMANO, Jr.
Lieutenant General, U.S. Army
Commanding General



HISTORICAL PERSPECTIVE

The Evolution of USASMDC

Historically, the Army has been at the forefront of the national security interest and investment in space and missile defense. USASMDC's lineage reflects the Army's historical missile defense role, as well as the evolution of the missile threat and the warfighter's growing reliance on space. Over the past 40-plus years, USASMDC has evolved from an organization focused on developing an effective counter to threats, such as the super air-breathing-type targets and ballistic missiles, to our current organization as an Army Major Command focused on providing the world's best space and missile defense capabilities to the Nation and the Army.



WORKFORCE GOAL AND STRATEGIES

Enhance Workforce Excellence to Ensure Continued U.S. Leadership in Space and Missile Defense

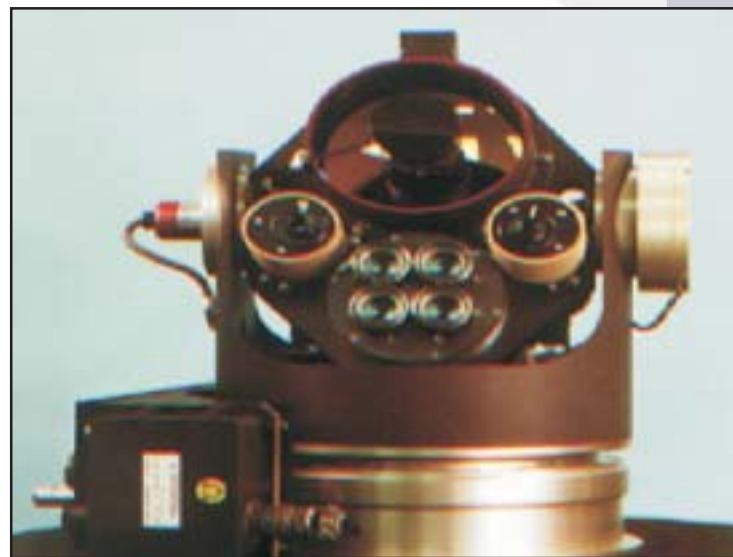
- Improve military and civilian personnel management, staffing, and equal employment opportunity.
- Ensure USASMDC personnel are trained and achieve certification in career programs.
- Increase USASMDC's intellectual capital.
- Promote leadership development.
- Enhance the quality of the work environment.



TECHNOLOGY GOAL AND STRATEGIES

Develop Innovative, Affordable Space and Missile Defense Technology Solutions for Current and Future Customers' Requirements and Assist in Technology Transition to Operational Systems

- Improve top leadership visibility and understanding of all USASMDC technology efforts through the use of a Technology Board.
- Mature the right technology at the right time to defend against evolving threats, reduce costs, and/or increase performance of space and missile defense missions or to support other national defense priorities.
- Identify new technology opportunities to support space and missile defense missions or to support other national defense priorities.
- Implement a command-wide, analytically based technology development process to focus efforts toward customers and identify areas for command synergism.



COMMAND Focus

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MISSION

PROVIDE SPACE AND MISSILE DEFENSE CAPABILITIES FOR THE WARFIGHTER AND THE NATION BY:

- Commanding and controlling Army space forces
- Commanding and controlling Army national missile defense forces
- Commanding and controlling Army Computer Network Operations (CNO) forces
- Serving as the Army proponent for space and ground based missile defense
- Articulating Army requirements for Joint space and missile defense programs
- Integrating operational Theater Missile Defense (TMD) for the Army and acting as the Army advocate for specific TMD programs
- Developing technology, experimenting, testing and fielding assigned space and missile defense systems
- Operating national test and range facilities at U.S. Army Kwajalein Atoll (USAKA) and High Energy Laser Systems Test Facility (HELSTF)

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VISION

NORMALIZING SPACE AND COMPUTER NETWORK OPERATIONS, PROVIDING LAYERED FORCE PROTECTION FOR COMMANDERS-IN- CHIEF THROUGHOUT THE WORLD, AND DEVELOPING ARMY SOLDIERS AND CIVILIANS WITH TECHNICAL AND LEADERSHIP SKILLS TO SUPPORT THE OBJECTIVE FORCE OF THE 21ST CENTURY

Our vision drives our organizational structure, resourcing, partnerships, and customer base. Realizing our vision, and the full potential it embodies, will ensure that USASMDC meets its responsibilities now and in the future.

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VALUES

OUR VALUES ARE THE ARMY'S ENDURING VALUES

Loyalty: Bear true faith and allegiance to the U.S. Constitution, the Army, your unit, and other soldiers.

Duty: Fulfill your obligations.

Respect: Treat people as they should be treated.

Selfless Service: Put the welfare of the Nation, the Army, and your subordinates before your own.

Honor: Live up to all the Army values.

Integrity: Do what's right, legally and morally.

Personal Courage: Face fear, danger, and adversity (physical or moral).

These values inspire the sense of purpose necessary to sustain our organization, our soldiers, and our civilian employees to meet our mission requirements.

DETERMINING STRATEGIC GOALS



COMPUTER NETWORK OPERATION GOAL AND STRATEGIES

Deliver World-Class Computer Network Operations Support to the Warfighter and National Information Operations Interests

- As the Army component to USSPACECOM, successfully execute USCINCSpace directed CNO missions and ensure USSPACECOM meets the needs of the ground warfighter.
- Aggressively advocate CNO funding for the Army.
- Aggressively advocate CNO requirements in CINCSpace integrated priorities list process.
- Drive inclusion of CNO into Joint forums.



INTEGRATED MISSILE DEFENSE GOAL AND STRATEGIES

Integrate Our Efforts to Provide the World's Foremost Integrated Missile Defenses to Protect the Nation, the Warfighter and Other National Interests

- Build advocacy for a single, integrated, long-term missile defense (National Missile Defense (NMD), Theater Air Missile Defense (TAMD), National Cruise Missile Defense (CMD), Battle Management Command, Control and Communications (BMC3), and Single Integrated Air Picture (SIAP)) strategy.
- Synchronize missile defense (NMD, TAMD, National CMD, BMC3, and SIAP) requirements, RDT&E and operations products and services across the Army, and integrate into the joint and combined communities.



OUR STRATEGIC GOALS

1 Deliver World-Class Space Support to the Warfighter and National Space Interests



2 Integrate Our Efforts to Provide the World's Foremost Integrated Missile Defenses to Protect the Nation, the Warfighter and Other National Interests



3 Deliver World-Class Computer Network Operations Support to the Warfighter and National Information Operations Interests



4 Develop Innovative, Affordable Space and Missile Defense Technology Solutions for Current and Future Customers' Requirements and Assist in Technology Transition to Operational Systems



5 Enhance Workforce Excellence to Ensure Continued U.S. Leadership in Space and Missile Defense



6 Enhance the Quality of Life for Soldiers, Civilians and Family Members



STRATEGIC GOALS

Meeting The Threats

**Deliver World-Class
Space Support**



THREATS



Space Control

**Provide the World's
Foremost Integrated
Missile Defenses**



THREATS



Ballistic Missiles

**Provide the Nation, the
Department of Defense,
and the Army Leading
Edge Technologies**



THREATS



Cruise Missiles

SUPPORTING WARFIGHTERS

Enhance Workforce Excellence



SPACE GOAL AND STRATEGIES

Deliver World-Class Space Support to the Warfighter and National Space Interests

- Develop the Army's strategic vision for space and aggressively drive its incorporation across the Army, Joint, National, civil, commercial, and international space communities.
- Plan, influence, and conduct Army and Joint Research and Development/Science and Technology (R&D/S&T) activities to develop, analyze, experiment, test and evaluate technologies and emerging space-related and space-like capabilities that are key enablers of the 21st century Army.
- Create, propose, analyze, and experiment Army and Joint operational concepts to support Joint ground force operations by exploiting and transforming existing and emerging space and space-like capabilities.
- Identify, develop, aggressively advocate, and drive the requirements for space-related systems and capabilities that ensure that the Army achieves and maintains battlespace dominance.
- Drive inclusion of space into Army and Joint forums to make space an element explicit in all organizational structures, personnel proponency, doctrine, training, exercises, experimentation and operations.
- Operationalize space across the Army by organizing, equipping, fielding, training, operating, and sustaining space and space-like capabilities.
- As the Army component to USSPACECOM, successfully execute USCINCSpace directed missions and ensure USSPACECOM meets the ground warfighter's needs.

